

**4-1b**  
**Satisfaction with Performance Culture**

Question	Employee Results	
	Count	Percent
Promotions in my work unit are based on merit.		
strongly agree	3288	10%
agree	9536	29%
neither agree nor disagree	7892	24%
disagree	6577	20%
strongly disagree	6248	19%
totals	32884	102%
Creativity and innovation are rewarded.		
strongly agree	4205	12%
agree	11563	33%
neither agree nor disagree	8059	23%
disagree	6658	19%
strongly disagree	4555	13%
totals	35040	100%
My performance appraisal is a fair reflection of my performance.		
strongly agree	9267	27%
agree	16131	47%
neither agree nor disagree	4805	14%
disagree	2402	7%
strongly disagree	2059	6%
totals	34321	101%
In my work unit, differences in performance are recognized in a meaningful way.		
strongly agree	3390	10%
agree	9491	28%
neither agree nor disagree	9152	27%
disagree	7118	21%
strongly disagree	4746	14%
totals	33897	100%

Supervisor Results	
Count	Percent
1501	20%
3003	40%
1351	18%
976	13%
751	10%
7507	101%
1469	19%
3248	42%
1469	19%
1083	14%
541	7%
7734	101%
2645	35%
3551	47%
756	10%
378	5%
227	3%
7556	100%
1145	15%
3054	40%
1679	22%
1298	17%
534	7%
7634	101%

**4-1b (Cont.)**  
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Question	Employee Results	
	Count	Percent
My pay increases depend on how well I perform my job.		
strongly agree	3248	10%
agree	8121	25%
neither agree nor disagree	8121	25%
disagree	7471	23%
strongly disagree	5847	18%
totals	32484	101%
My performance standards/expectations are directly related to my organization's mission.		
strongly agree	7459	21%
agree	18471	52%
neither agree nor disagree	5683	16%
disagree	2486	7%
strongly disagree	1421	4%
totals	35521	100%
My cash awards depend on how well I perform my job.		
strongly agree	5720	18%
agree	11439	36%
neither agree nor disagree	6037	19%
disagree	4131	13%
strongly disagree	4449	14%
totals	31775	100%
People in my work unit work well together.		
strongly agree	8316	23%
agree	16993	47%
neither agree nor disagree	5423	15%
disagree	3254	9%
strongly disagree	2169	6%
totals	36155	100%

Supervisor Results	
Count	Percent
944	13%
1961	27%
1598	22%
1671	23%
1017	14%
7264	99%
2316	30%
4015	52%
772	10%
386	5%
232	3%
7721	100%
1763	24%
2791	38%
1102	15%
881	12%
808	11%
7344	100%
2332	30%
4042	52%
777	10%
389	5%
233	3%
7774	100%

**4-1b (Cont.)**  
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Question	Employee Results	
	Count	Percent
My work unit is able to recruit people with the right skills.		
strongly agree	3716	11%
agree	12162	36%
neither agree nor disagree	9121	27%
disagree	5405	16%
strongly disagree	3378	10%
totals	33782	100%
Recently retired military perform better than their civilian counterparts.		
strongly agree	2334	8%
agree	3501	12%
neither agree nor disagree	10796	37%
disagree	7003	24%
strongly disagree	5544	19%
totals	29178	100%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.		
strongly agree	1570	5%
agree	6595	21%
neither agree nor disagree	8480	27%
disagree	7852	25%
strongly disagree	7224	23%
totals	31407	101%
Discussions with my supervisor/team leader about my performance are worthwhile.		
strongly agree	5631	16%
agree	15132	43%
neither agree nor disagree	7390	21%
disagree	3871	11%
strongly disagree	3167	9%
totals	35191	100%

Supervisor Results	
Count	Percent
1064	14%
3115	41%
1519	20%
1291	17%
608	8%
7597	100%
628	9%
907	13%
2581	37%
1674	24%
1256	18%
6975	101%
672	9%
3064	41%
1644	22%
1345	18%
747	10%
7472	100%
1533	20%
3525	46%
1456	19%
766	10%
460	6%
7664	101%

**4-1b (Cont.)**  
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Question	Employee Results	
	Count	Percent
The performance management system I am under improves organizational performance.		
strongly agree	2665	8%
agree	8663	26%
neither agree nor disagree	11994	36%
disagree	5997	18%
strongly disagree	3998	12%
totals	33318	100%
I understand how my performance is evaluated.		
strongly agree	6422	18%
agree	19979	56%
neither agree nor disagree	4995	14%
disagree	2497	7%
strongly disagree	1427	4%
totals	35677	99%
I receive regular performance feedback.		
strongly agree	4650	13%
agree	14667	41%
neither agree nor disagree	6439	18%
disagree	6081	17%
strongly disagree	3577	10%
totals	35773	99%
The feedback I receive is useful		
strongly agree	5174	15%
agree	14488	42%
neither agree nor disagree	8279	24%
disagree	3794	11%
strongly disagree	2760	8%
totals	34495	100%

Supervisor Results	
Count	Percent
754	10%
2262	30%
2488	33%
1357	18%
679	9%
7540	100%
2005	26%
4242	55%
848	11%
386	5%
231	3%
7712	100%
1239	16%
3329	43%
1316	17%
1161	15%
619	8%
7741	99%
1284	17%
3323	44%
1737	23%
680	9%
529	7%
7552	100%

**4-1b (Cont.)**  
**Satisfaction with Performance Culture**

Question	Employee Results	
	Count	Percent
I can influence my employees' pay to reflect performance.		
strongly agree	NA	NA
agree	NA	NA
neither agree nor disagree	NA	NA
disagree	NA	NA
strongly disagree	NA	NA
totals	NA	NA
Composite - 4-1b Satisfaction with Performance Culture		
Very Favorable	5477	15%
Favorable	13510	37%
Neither Favorable nor Unfavorable	8398	23%
Unfavorable	5477	15%
Very Unfavorable	4017	11%
totals	36514	101%

Supervisor Results	
Count	Percent
651	9%
2096	29%
1590	22%
1807	25%
1156	16%
7228	101%
1484	19%
3203	41%
1484	19%
1016	13%
625	8%
7813	100%

**4-1b (Cont.)**  
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**MACOM Breakout**

<b>MACOM</b>	<b>Employee Results</b>	
	<b>Count</b>	<b>Percent</b>
AMC	8380	50%
FORSCOM	541	57%
MEDCOM	3794	49%
TRADOC	3275	57%
USACE	7070	52%
USAREUR	434	54%
OTHER	13020	52%
<b>TOTAL ARMY</b>	<b>36514</b>	<b>52%</b>

<b>Supervisor Results</b>	
<b>Count</b>	<b>Percent</b>
1085	59%
137	59%
740	58%
678	61%
1179	62%
203	60%
3791	60%
<b>7813</b>	<b>60%</b>